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~~Coordination Draft 2~~
August 21, 1980

OFFICE OF LOGISTICS
STRATEGIC PLAN
1981–1986

[redacted]

25X1

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EXECUTIVE SUMMARY

This document defines policy, provides assumptions, states requirements and establishes long-range goals and objectives for the Office of Logistics. These goals and objectives are the result of an extensive effort by senior management to develop a coordinated, dynamic, efficient strategy for meeting future requirements.

The challenge which Logistics will face during the next five years will be to offset the effects of scarce resources through increased productivity. Therefore, what must occur is for OL to maximize the efficient utilization of existing resources through innovation, creative management, and increased utilization of improved technology. The assignment of organizational priorities, the elimination of marginal systems, and the restructuring of decisions and personnel in a manner which increases productivity while monitoring responsiveness to the OL mission is the purpose of developing and implementing the strategic plan.

OL functions cover a wide range of disciplines and involves diversities not found in most offices. Therefore, the goals and objectives for the period 1980–1986 have been developed in seven general categories. These categories and goals are:

• OFFICE WIDE

Meet E.E.O. Guidelines.

Develop an automated logistics integrated management system.

Perform a functional analysis of the logistics work force against known and projected mission requirements, and align hiring, training and rotation actions accordingly.

Maximize energy conservation to the extent possible consistent with the Agency mission.

Examine the management structure and ensure levels of authority and responsibility are appropriately defined and communicated.

Participate in Agency advance planning to maximize the advanced notification to OL of future support requirements.

• SUPPLY

Improve the flow-through time for processing materiel.

Develop new and innovative packing techniques.

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Automate labor intensive activities of the [redacted] and the publication of Agency Forms Catalogs. 25X1

Improve the capability for supporting covert paramilitary programs.

Automate access to the Federal Catalog Data Base.

• PROCUREMENT

Establish a coordinated planning and forecasting mechanism that will permit early identification of procurement requirements.

Establish effective acquisition procedures that permit a consistent and coherent treatment of each procurement action.

Establish a relationship with requirements officers that will assist in developing anticipated procurement requirements prior to the beginning of the new fiscal year.

Reassess the present location of the procurement function in the organizational structure.

• REAL ESTATE

Investigate the possibility of obtaining independent authority for the Agency to lease, acquire or construct real property.

Achieve utility system reliability through the installation of automatic back up systems.

Complete the Headquarters fire barrier project.

Complete modification of space for the SAFE project.

• PRINTING AND PHOTOGRAPHY

Enhance ability to produce perishable intelligence to all agency components on a time-critical basis through the use of advanced technology.

Enhance the existing P&PD Management Information System.

• SPACE, BUILDING MAINTENANCE AND SERVICES

Conduct a feasibility study to determine alternatives to GSA facilities maintenance.

Become more efficient in the management and conservation of energy resources.

Develop an expanded vanpool program.

Renovate 50,000 square feet of space [redacted] 25X1

Develop a plan to provide logistics services to [redacted] 25X1

Complete the renovation of space for the SAFE program.

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• OTHER LOGISTICS GOALS AND OBJECTIVES

Study consolidation of the Agency Industrial Facility Inspection Program and make recommendations for possible improvements in the program.

Establish the necessary coordination and control to insure that all security requirements are incorporated into Agency contracts.

Automate the industrial security data base and undertake a program to microfiche Industrial Contractor Facility data files.

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SECTION 1—OVERVIEW

1.1 INTRODUCTION

The Strategic Plan sets forth the long-range goals and objectives of the Office of Logistics (OL). The Plan is based on the premise of austere resources with increasing requirements. The overall objective of OL has always been to be responsive to requirements. However, it is clear that if OL is going to continue to be responsive in a time of diminishing resources, we must strive to create an atmosphere that will foster creativity and aggressively provide for innovative management.

1.2 SCOPE

The Plan will become the basis for developing objectives for the Management by Objectives Program (MBO). These objectives will be assigned to specific divisions and staffs for accomplishment and will ultimately be included in Advance Work Plans (AWP) of senior managers. The Strategic Plan, MBO, Personnel Developments Plan, AWP, and the Program Call must all be melded together into a cohesive, effective strategy for OL.

1.3 POLICY AND GUIDELINES

The Director of Logistics is responsible for developing logistics policy; implementing logistics support to all Agency activities; establishing and maintaining procurement and supply systems; administering real estate and construction programs; and for providing printing; photography; mail; courier; transportation; and other appropriate logistical services.

Logistics management philosophy has been one of providing logistical support responsive to tasking requirements. This attitude pervades throughout the logistics organizations despite the often-mandated reductions in budget and personnel resources. New and better methods of meeting requirements must be found to survive as a responsive and professional support organization.

Planning should be a dynamic process which will permit managers to adapt to changes in the environment while retaining a realistic balance between expectations and results. The organizational environment is and will remain such that creativity is encouraged. Efforts must be directed towards finding new methods to improve productivity. New and better ways must be found to streamline our system through working smarter and sharing resources and information.

On an annual basis, senior Logistics Managers should conduct a joint, comprehensive review of current progress and update the Plan. The Plans

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and Programs Staff will participate with the Divisions and Staffs in coordinating and monitoring the Plan.

1.4 ASSUMPTIONS

a. Financial Resources

The Logistics budget will continue to be austere; the dollars available will decrease in absolute terms while demands for goods and services will continue to grow.

b. Personnel Resources

(1) Attrition will continue at a nominal rate, but it will be challenging to retain professional personnel.

(2) The personnel ceiling will remain relatively stable. The types of OL positions, distribution of skills, and training criteria will need to be realigned.

(3) Support personnel in the field will be reduced by at least five percent over the next five years. Logistics personnel will be reduced considerably less. A hostile overseas environment will make the assignment of personnel overseas more difficult.

c. Facilities Management

(1) As the Headquarters and other Agency buildings age costs of operating and maintaining these facilities will increase. The cost of maintaining utility system reliability will be particularly high.

(2) Office space will be further exacerbated as computers and other technical systems displace personnel. This condition will become particularly acute over the next five to ten years.

d. Energy

Energy resources will become increasingly scarce and more costly, requiring greater efforts In the management and conservation of these resources. There will be a dramatic increase in the cost of services such as transportation and utilities, which are energy-intensive.

e. Political Environment

Attitudes of Congress, the press, and the general public will become more favorable towards the Agency, but Agency activities will continue to be closely monitored.

f. Paramilitary Activities

As the turbulence and turmoil in the unsettled world continue, the Agency may be tasked to increase covert action abroad.

g. Technical Collection

The continued advances in technical collection systems will require commensurate highly responsive logistics support systems.

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h. Information Handling

Pressures will continue to reduce the voluminous amounts of paperwork and files and to develop efficient information-handling alternatives. The quality, storage, and retrieval of information will have to be improved.

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SECTION 2—REQUIREMENTS

2.1 DIRECTORATE WIDE

Events occurring within other components of the Agency will influence the organizational structure of the Office of Logistics by the year 1986. These organizational changes will evolve gradually, however, it is conceivable to forecast a merger of such offices as the Office of Data Processing and the Office of Communications. The potential influence of such massive internal reorganizations upon the Office of Logistics and the support structure will automatically affect the support process. OL resources will be required to staff such organization changes at [redacted] overseas activities. 25X1
Increased cognizant stockage objectives, the formation of new decentralized contracting teams and the assignment of Logistics careerists to these new entities will further drain fixed OL assets. This type scenario is but one of many hypotheses which must be given forethought as planning for the period begins. Dependence on automation will be a key element in reducing future workload distributions. To accomplish its mission, OL must give thought to the creation of a centralized OL management and control activity to monitor ADP development and ensure systems are evaluated in terms of top OL management objectives toward improved productivity, efficiency, information handling, and word processing capabilities. Improved automated processes will support the 1980's theme of doing more with less while maintaining responsiveness to the office support mission to the Agency. For example:

> By the end of 1986, Logistics will develop an automated system for the transmission and processing of requisitions from field and headquarters components directly into a logistics material management system. There is not much the Agency can do to improve vendor delivery. Scarcity and cost of resources, coupled with the specialized nature of a high percentage of our procurements, will result in less responsive vendors. Vendors will obviously be looking at the greatest return on their investments, and this is not likely to be with small-dollar volume customers (CIA) who often place inordinate demands on them and have unique requirements to be met. This condition will be most noticeable in general procurements and small contracts. In an effort to improve vendor relationships, receiving documentation and vendor payments processes will have to be automated.

2.2 SUPPLY

The demand on supply operations is expected to continue at about the same level as it has been in the past several years. With an inventory of just under [redacted] stock distribution 25X1
and levels are not expected to change significantly. However, a major change

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in the status quo concerning paramilitary operations could significantly alter this picture. Consolidation of and management of logistics functions within Logistics as contrasted with the decentralized operations as to the case of OC must be examined.

—Much of the responsibilities for paramilitary support falls to the Supply Division. A concerted effort has to be made to realistically identify requirements and to assess and tailor a program which appropriately meets the Agency's future needs.

—Productivity enhancements must be made in areas of inventory management, requisition processing, cataloging, receiving, and other depot operations. This can be accomplished through more extensive use of automation. Criteria for these enhancements will be included in the development of a logistics integrated management system.

25X1 [redacted] look at ways to:

—Institute new and innovative packaging techniques; and increase the use of automated material handling equipment.

—Improve the general work and storage environment.

—Achieve a better balance of personnel skills among the work force. This could be accomplished through cross-training and other training initiatives.

—Institute a gasohol program and experiment with synthetic fuels. Transportation management will receive priority consideration in efforts to conserve fuels.

25X1 [redacted]

—Conduct annual operational readiness exercises which will facilitate the identification of areas that need to be improved upon. These improvements will be made during the five year period.

—Conduct an active career development program which will ensure that the young and less experienced employees have the skill to replace the mature and experienced work force which continues to be lost through normal attrition.

2.3 PROCUREMENT

Trends in the Federal budget have resulted in repetitive reminders that we will be required to do more with less. Other Federal agencies are automating their procurement processes thereby making procurement less labor intensive. An initial effort in this area might include consideration of systems already on line in other agencies, such as the Procurement Automated Data and Document System (PADDS) developed by the U.S. Army Materiel Development and Readiness Command (DARCOM). The PADDS operates on a minicomputer dedicated to the procurement function. Our goal is to progressively move toward increased automation in the procurement processes.

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Procurement actions are expected to continue at a level of approximately 40,000 line items per year. This figure does not include, however, the approximately [redacted] items that traditionally have been procured for Project [redacted] and which are not captured in the ICS. That ratio of line items issued from stock against line items procured will continue at 30 percent to 70 percent.

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We must be able to capture compatible data from CONIF or other internal CIA systems to be able to respond to; management; Congressional committees; or others as appropriate.

Security constraints and the complexity of our requirements, coupled with a shortage of qualified minority contractors, have contributed to be a serious problem in developing a base of minority contractors. This problem is not unique to CIA and is, in fact, a general problem throughout the Federal Government. CIA management is attempting to improve this situation. The Procurement Management Staff in Logistics is identifying sources and disseminating information to all directorates. A memorandum has gone to each deputy director asking that every attempt be made to increase the level of contracting activity with minority contractors.

Considering the thrust in the Federal Government, the Office of Logistics should address the issue of the level of management within CIA at which procurement policy and coordination should be accomplished.

The SIS bonus allocation system for contracting officers must be reviewed and recommendations made to remove any appearance of conflict of interest by having bonus decisions for SIS procurement officials in the DDS&T made by the DDA.

A motivation career development plan for contracting officers will be emphasized and continued efforts to increase professionalism among CIA contracting officers.

2.4 REAL ESTATE

A recent letter from the DCI to the Administrator, GSA, stated that the continued practice of scattering our buildings and personnel throughout the Washington metropolitan area not only is inefficient and inconvenient, but also goes counter to our efforts to conserve energy. The letter points out that this high national priority may now warrant consideration of a new building in the Headquarters compound. During this planning period serious study will be given to promoting enlarged facilities at Headquarters, and the consolidation of our personnel. A Building Planning Staff may be required to pursue this project.

The Agency has entered into an agreement to lease 85,000 square feet of space [redacted] as it will be known, will have as its principal occupants DDS&T/OD&E and OSO. The Real Estate and Construction Division will work closely with the lessor in the design and construction phase of the new site in order to optimize Agency use. The building is expected to be ready for occupancy by the end of FY 83.

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25X1 Design, modification, and construction of space requirements vacated as a result of the [redacted] occupancy will begin in December 1980 and should be completed by September 1983. The moves will be in support of DDS&T and Office of Security requirements.

2.5 PRINTING AND PHOTOGRAPHY

Assuming that resources will remain static, the productivity of P&PD operating branches and staffs must be elevated, not only to accommodate the increased demands of the future, but also to enhance our capability to meet the situation of short-deadline requests which we have with us at the present time. To increase productivity, it will be necessary to link technological advancements with improved methods and procedures throughout the Division, casting an eye toward a total systems concept while looking at the very diversified operations as they now exist.

The upgrading of labor-intensive methods used in the distribution of documents from the [redacted] the elevation of the Division's capability to create and update graphics and visual aids rapidly; the improvement upon existing means for the presentation of briefings for all Agency components; the reduction of the Division's dependency on silver-bearing photographic products; the improvement of communication links between P&PD and the Headquarters Building as well as to outlying facilities; and improvement in the overall quality of printed and photographic material and the shortened response times involved in their production; all of the above are necessary to meet increased productivity goals. 25X1

2.6 SPACE AND BUILDING MAINTENANCE

25X1 [redacted]

25X1 The acquisition of the [redacted] will place an additional workload on the LSD work forces in the areas of building and space maintenance.

2.7 OTHER LOGISTICS REQUIREMENTS

a. Industrial Security

Two-thirds of the resources available to undertake the Industrial Facility Reinspections program are not under the direct control of OL Security Staff (SS). The maintenance of a fixed schedule of reinspections by Contracting Team Industrial Security Offices (ISO) is frequently adversely affected by a variety of factors over which the Staff has little or no control. Consolidation of the functions within the Staff is highly desirable in the interest of better management of the Industrial Security Program. To effect this, undoubtedly, some additional resources will be required which go counter to present trends. Therefore, consideration should

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be given to: (a) continue the present mode of operation, or (b) transfer the reinspection responsibility to the Industrial Security Branch of the Office of Security which is currently conducting periodic comprehensive security audits of contractor facilities.

Coupled with the inspection program is the requirement to maintain comprehensive data. The OL Security Staff manages the SECOND Program which provides an automated record index system for contractor Industrial Security Approvals. This program also contains a minimal amount of data that may be transferable to an automated Industrial Security Data Base program.

b. Information Handling

Logistics is a large consumer and generator of information. Managers are being bombarded with information and inundated with paperwork. At the same time, processing, filing, storage, and retrieval of information is cumbersome and time consuming. This is an area of endeavor which falls heavily on the Logistics clerical employees. The average annual attrition rate among these employees within the office is 16.8 percent. Centralized word processing the information through handling centers employing automation must be considered as a means to come to grips with this issue.

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SECTION 3—GOALS AND OBJECTIVES

3.1 DIRECTORATE WIDE

Develop an improved automated logistics integrated management system which will transfer labor-intensive operations to computers and will more closely integrate logistics processes in areas of materiel acquisition, distribution, and property management. This system will interface with all aspects of requisitioning, procurement, receiving, inventory and accounting/budget/payment functions. Such a system employing information handling technologies, will eliminate data input duplication, paper-flow blockage, data integrity issues and will provide a management information system including accurate production statistics.

25X1

[redacted]

—Perform a comprehensive personnel functional analysis of the Logistics work force for the purpose of identifying job requirements, qualifications, and assignments, training, and rotational guidelines, as well as an overall rounding considered essential for individuals who demonstrate a high potential for development to managerial positions.

—The Agency will be a full participant in Federal programs to conserve energy. During this period specific attention will be given as well to minimizing energy conservation of Agency components consistent with mission requirements.

—Re-examine the OL management structure and ensure that levels of authority and responsibility are appropriately defined and communicated.

25X1

[redacted]

25X1

3.2 SUPPLY

[redacted]

—Establish a predictable and reliable flow-through time of ten to fifteen days for processing material through the [redacted] 25X1

—Develop an improved system to track material through the various Depot functions.

—Institute new and innovative packaging techniques. } combined into one objective. (operational)

—Increase the use of automated material handling equipment. }

—Computerize transportation information and develop automated systems to create picking, packing, and shipping documents.

—Automate Receiving Section paper flow to include certification of invoices for faster vendor payment.

—Eliminate an estimated man-month presently required to rekeyboard data from listings in the Form Data Base and automate the publication of the Agency Form Catalogs. operational

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—Assist in the development of new technologies that will result in automated requisitioning systems, such as LIMS.

—Ensure that young Logistics careerists are well trained in the disciplines necessary to meet future requirements at Headquarters and overseas.

—Improve the present capability of supporting Agency covert military programs on a worldwide basis.

—Accomplish provisioning and other preprocurement screening of the Federal Catalog Data Base via AUTODIN utilizing the FARS system rather than the present courier system.

3.3 PROCUREMENT

—Establish a coordinated planning and forecasting mechanism that will permit early identification of procurement requirements and enable procurement and requirement officers to develop more coherent programmatic acquisition strategies.

—Establish effective acquisition procedures that permit a consistent and coherent treatment of each procurement while conforming with regulations published by the Office of Management and Budget (OMB) and other Federal policy agencies.

—Establish a relationship with the Comptroller and major requirements officers so that budgetary estimates of procurements may be acquired prior to the start of a fiscal year.

—Develop acquisition strategies with requirements officers based on a total program vice individual aspects of a program.

—Reassess the present procurement organization's position in the Agency's hierarchical structure.

3.4 REAL ESTATE

—Investigate the possibility of obtaining independent authority for the Agency to lease, acquire, or construct and operate and maintain real property.

—Plan and develop funding requirements for construction of a new building on the Headquarters compound.

—Maintain utility system reliability thru automatic back up systems, including new generators; expand electric Vault C by 1981; construct a new transformer vault by 1983; and, install new steam and chilled water main to Headquarters Building by mid-1981.

—Complete fire barrier project at Headquarters, and short circuit corrections by August 1981.

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—Complete modifications of space at the Headquarters Building for the SAFE Program which began in October 1979.

—Construct 50,000 square feet of space [redacted] 25X1

3.5 PRINTING AND PHOTOGRAPHY

—Enhance logistics ability to produce perishable intelligence to all Agency components on a time-critical basis through the use of advanced printing and photography technology.

—Specific goals include: the upgrading of labor-intensive methods used in the distribution of documents from the [redacted] 25X1 Branch; the elevation of the Division's capability to create and update graphics and visual aids rapidly and the improvement upon existing means for the presentation of briefings for all Agency components; the reduction of the Division's dependency on silver-bearing photographic products; the improvement of communication links between P&PD and the Headquarters Building as well as to outlying facilities; and improvement in the overall quality of printed and photographic material and the shortened response times involved in their production.

—The technological innovations listed above reflect a turn toward laser and electronic technologies for the answer to printing and photographic forms to all Agency components on a time-critical basis. It is just as important to augment these technologies with sets of managerial controls. To meet this goal, a number of enhancements are planned to the existing Management Information System.

3.6 SPACE, BUILDING MAINTENANCE AND SERVICES

—Conduct a feasibility study to determine alternatives to utilizing the General Services Administration for facilities maintenance, and where possible, initiate a program from the selected alternatives for a more efficient and effective building maintenance program.

—Become more efficient in the management and conservation of energy resources. For example: study the feasibility of heating steam boilers in Headquarters, utilizing waste paper rather than fossil fuel.

—Develop a program to convert to exclusive use of gasohol in Motor Pool Branch vehicles (exclusive of diesel-burning engines).

—Explore the possibility of leasing, from GSA, fuel efficient sedans for the Headquarters motor pool.

—Develop a viable, comprehensive vanpool (ridesharing) program on behalf of Agency employees living in Washington, D.C., Maryland and Virginia.

—Develop a plan to logistically support and provide service to [redacted] 25X1

25X1 [redacted]

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—Project SAFE (**S**upport for the **A**nalysts **F**ile **E**nvironment). Identify and renovate space to relocate personnel and equipment in support of the SAFE program.

3.7 OTHER LOGISTICS GOALS AND OBJECTIVES

—Improve the Agency Industrial Facility Inspection Program.

—Study the consolidating of Agency industrial facility reinspection function within the Security Staff, OL.

—Automate the industrial security data base.

—Microfiche Industrial Contractor Facility data files.

—Insure that all security requirements are incorporated into agency contracts.

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